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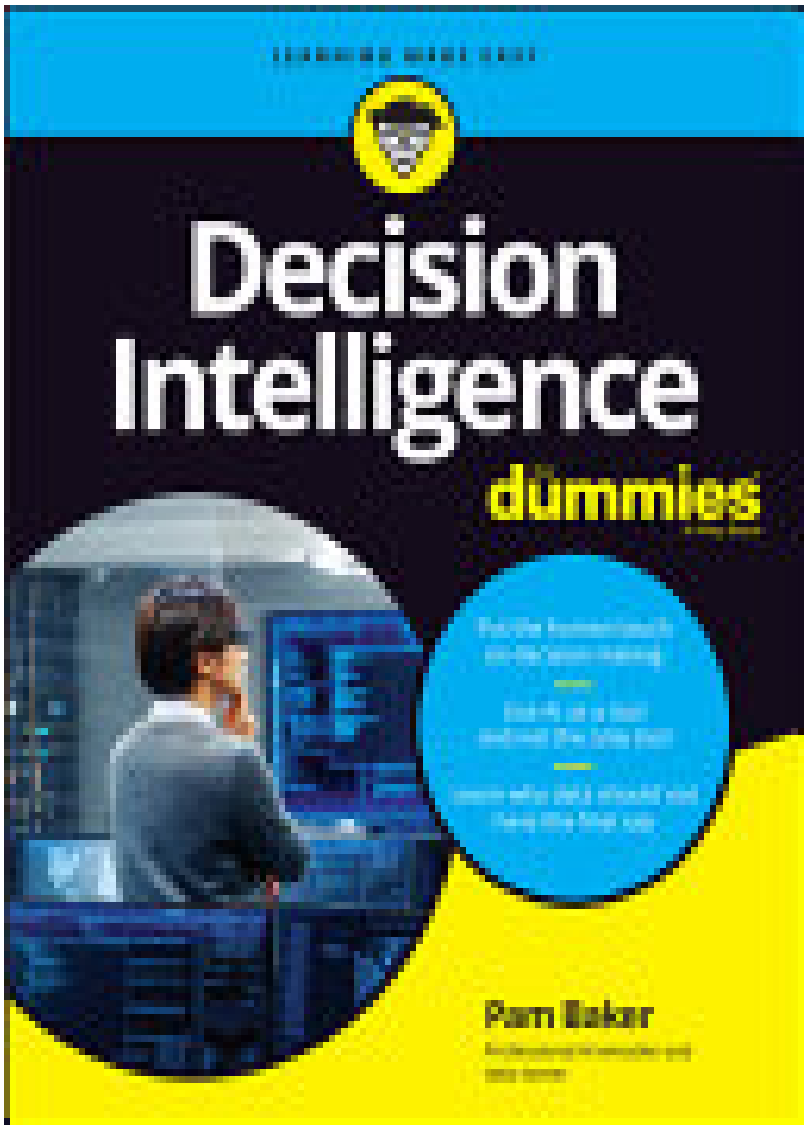


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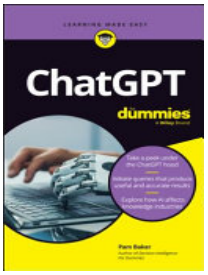


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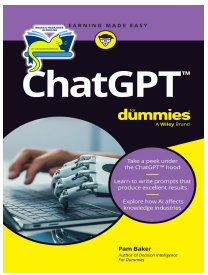


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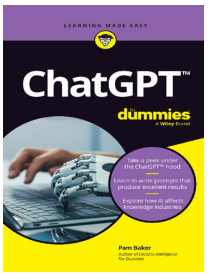


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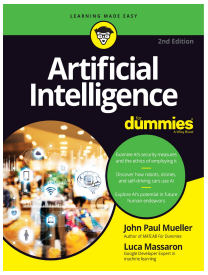


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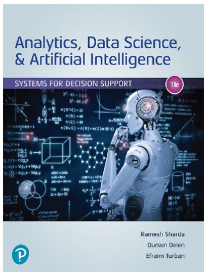


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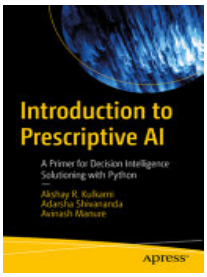


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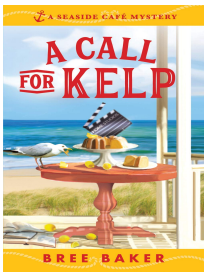


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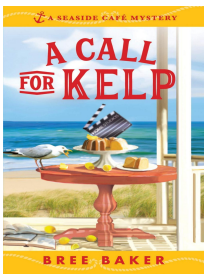


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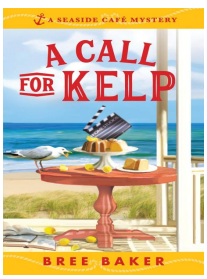

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# Introduction

Ready for a mind-blowing reveal on how to make great decisions, whether you're using your own brain or some supercharged artificial intelligence application? *Decision intelligence,* a methodology for forming a decision aimed at achieving a specific outcome, is here, and it's on track to change forever how businesses plan for their future.

Everybody would agree that the goal in all decision-making is to reap the best possible outcome. Decision intelligence helps you achieve that goal by requiring that you decide that outcome first and then work backward from there to identify the processes and information you'll need to make it happen!

Decision intelligence is built on science — several sciences, actually — but some of those scientific formulas can be grasped intuitively. The decision intelligence process is designed to improve your professional performance by a) ensuring that every business decision delivers the best possible outcome, b) pointing you toward innovations that are profitable, c) helping you become an industry mover by becoming a creative disruptor, and d) enabling you to flip failed AI projects into successful endeavors. What's more, decision intelligence can also be used to improve your private life via better decision-making, and you can often do it in your own head or on the back of a napkin or by using a simple table or spreadsheet.

The secret to success in decision intelligence lies in changing how you think about problem-solving and reordering your steps when it comes to the decision-making process. Ask yourself how much money, time, and effort your organization is willing to waste on yet another bad business decision or one more failed AI project, and then ask yourself whether you can afford to ignore a better way to make decisions — especially when you already have on hand much of what you'll need to take advantage of a decision intelligence approach. It's not often that you can turn your business around at little or no additional cost to you.

# About This Book

The book you're holding in your hands is a guide primarily for you if you're a business or finance leader. The book aims to fill you in on decision intelligence, a new framework for making better, more profitable business decisions. It also serves as an introduction for artificial intelligence (AI) and digital decisioning practitioners to take a different approach aimed at making automated decision processes deliver desirable business outcomes. To top it all off, this guide shows you that decision intelligence is not merely a business approach — it's equally useful when making decisions about your personal life.

This book takes a studied approach to having you reimagine the decision-making, by focusing on a set of discrete tasks you need to accomplish. Here are those tasks, in no particular order:

- **Flip the data mining model from data first to data last.** You start with a decision aimed at the best possible business outcome and end with the data and the processes you need to bring about that outcome in the real world.
- **Rebalance human and machine roles.** Decision intelligence calls for a redirection from a data driven to a decision driven organization. This framework clearly casts humans as decision-makers, where AI acts as sidekick, and where data is relegated to a supporting actor.
- **Map changes caused by putting the decision first in terms of**
  - *Business impact*
  - *Processes*
  - *Tools*
  - *Business and Ethical Principles*
  - *Teams*
- **Learn decision theory and a multidisciplinary approach to decision-making:** You learn which steps you must take in order to succeed with decision intelligence, from new perspectives on
  - *Business impact*
  - *AI projects*
  - *Upstream and downstream decisioning*
  - *Disruptive innovation*
  - *Job roles*

This book answers your questions about what decision intelligence is, which conditions must be created at your company in order for it to succeed, how you can plan a project, and how to implement it successfully. I've also made an effort to ensure that this book can be used in myriad ways and by anyone, from individuals to powerful leaders of huge organizations. As such, it offers these benefits:

- An overview of the steps involved in putting the decision before the data in the decision-making process
- A guidebook with practical suggestions for the various options, overall flexibility, and choices of implementations of a decision intelligence strategy
- A reference book divided into parts, chapters, and sections so that you can quickly find the content you're looking for when you need it

This book — designed so that you can swiftly get a grasp on everything — features many examples, instructions, checklists, illustrations, and tables. It's also structured systematically according to the decision intelligence framework and its many moving parts.

# Conventions Used in This Book

This book doesn't have many rules. The entire book is structured so that you can quickly find everything you need and get a grasp on the content. The detailed table of contents helps you jump right to the information you need, and each chapter begins with a brief and succinct description of the chapter's main topics. Whenever topics overlap or other chapters are mentioned, cross-references help you conveniently jump back-and-forth between the chapters. If you're interested in a particular term, you can look it up in the index.

# Foolish Assumptions

This book is not (only) for decision-makers in business or finance. Decision intelligence is too crucial for improving business outcomes to be contained only to the C-suite and data scientist levels. In organizations that practice or seek data- and AI-democratization, decision intelligence should be practiced at every level of decision-making throughout the organization, even at the microdecision and mundane-decision levels. Whether you work at a company, an educational institution, a research institute, a public agency, or a nonprofit organization, you can benefit from the decision-driven approach that is at the heart of decision

intelligence. Whether you have an education in the technical, economic, management science, or social science fields, this creative approach gives you new ideas on how to use what you know (and what you have to decide) more productively.

On an individual level, the following assumptions are made in this book about readers who will most likely gain the most from the information in this book:

- You're in charge of an organization or department and you want to be decision driven instead of data driven so that every decision is productive and profitable.
- You're trying to accelerate your career plans and you want to shine by making important decisions so that the best possible outcome is realized.
- You are applying, or you are planning to apply, AI or machine learning at your organization, and you need to know how to make projects succeed in terms of measurable business impacts.
- Your company is already working with data-driven methods and falling well short of your organization's goals and expectations. You want to enhance or replace your previous work with new methods, tips, and tricks for improving its implementation, and you want a guide on how to make it work and perform consistently well over time.

You don't need to have any specific skills for this book — you only have to be curious and intent on making good decisions — every time.

# What You Don't Have to Read

It's worth your time to read the entire book. You can find important tips everywhere in it. Even if you can use only a few of its suggestions, the time and money you invest will be worth it. I guarantee that you'll be able to use more than just a few elements of this information in your private life, your career, and your organization — regardless of your job role or your experience in decision-making. Some of the text in this book appears in a gray box, in order to highlight background information. You don't absolutely need this info, but it's always helpful.

# How This Book Is Organized

This book is organized into six distinct parts, as described in this section. The design is intended to help you break free of any brain ruts and consider new ways of thinking about making decisions based on a variety of perspectives.

## Part 1: Getting Started with Decision Intelligence

This section gives you an overview of the principles and methods in the decision intelligence framework. You can find out why being decision driven outperforms being data driven. You can also learn how to create the necessary conditions for decision intelligence projects to succeed at your organization, how to plan a project, and how to reinvent what it means to have an actionable outcome.

## Part 2: Reaching the Best Possible Decision

The first phase of the decision intelligence process is all about making the decision from which you build the steps and then choosing the tools and data to realize the result of that decision in the real world. Shaping the decision, mapping a path, and choosing the right tools are essential to creating the best possible outcome. At the conclusion of deciding the impact you seek lies the beginning of the questions to be answered.

## Part 3: Establishing Reality Checks

In the decision intelligence framework, you need to start with a decision, but that decision must be rooted in reality, and it must be attainable. In other words, this isn't the place for pipedreams, even if profoundly creative disruption is your goal. To keep things grounded, you simply have to take the measure of job roles and team skill diversification, play to both human and machine strengths, ensure that decisions you intend to automate at large scales actually work at scale, among other reality checks. You can't manage — or make a reality — that which you can't measure. Be sure to measure the important things and skip the unimportant to ensure your decision (as well as its expected impact) is solid.

## Part 4: Proposing a New Directive

Decision intelligence has many uses and is heavily based on ideas tied directly to favorable outcomes. As such, it plays a significant role in the Idea Economy, in impacts on entire industries, and in building competitive advantage for organizations, governments, and economies. In short, disruption is the point, change is constant, and you can use decision intelligence to command or at least direct both.

Last but not least, the use of decision intelligence can also quickly build and accelerate career paths and turn decision masters into highly influential power brokers. All of these grand rewards come with varying degrees of risks, however.

## Part 5: The Part of Tens

No *For Dummies* book exists without The Part of Tens. In this part, you can read about ten (or so) steps to set up a smart decision and ten (or so) pitfalls to avoid in implementing decision intelligence projects.

# Icons Used in This Book

Now and then, you find symbols in in the margins of this book. Their purpose is to make you aware of important information, as described here.

TIP

This icon points to tips and tricks that should be helpful when you apply and implement an idea. They show you how you can improve your project.

REMEMBER

The Remember icon is used to highlight information that's particularly important to know or that can help clear up possible confusion later.

WARNING

This icon makes you aware of potential stumbling blocks and warns you when to *not* do something. If you avoid errors that others have made before you, you'll save time, money, and effort.

# Beyond the Book

In addition to the text you're reading right now, this publication comes with a free, access-anywhere Cheat Sheet that offers a number of tips, techniques, and resources related to data science. To view this Cheat Sheet, visit `www.dummies.com` and type **decision intelligence for dummies cheat sheet** in the Search box.

# Where to Go from Here

You can start immediately by choosing one of these two strategies:

- Read the book straight through, from cover to cover.
- Find individual chapters that you want to read first. (Each chapter covers an entire subject area so that you can read and understand it independently of the other chapters.) If you have no experience with decision intelligence yet, I recommend starting with Chapter 1, which offers a crash course introduction to the concept.

My advice to you: Be aware that decision intelligence, though it has a firm definition, is used more loosely by several groups. For example, people working in AI most typically use it to mean putting the decision first in programming automation or training machine learning to make better automated decisions at scale. That's an application rather than a definition, but its common use as such can cause some confusion over the meaning of the term in general reading. For the purposes of this book, decision intelligence is meant by its broader definition and not a single application. However, given its prevalence in AI, the applications there are covered in more detail than other forms of decision implementation. Therefore, I recommend that you read the Parts 1 and 2 first to ensure that you have a good grasp of the framework overall before touching on related topics in other parts or chapters.

Otherwise, experiment with the reading strategy that works best for you. Jump to different sections while you read this book, if that makes sense to you. If necessary, reread a chapter multiple times or look up individual terms in the index. The idea here is for you to come up with your own way to read this book effectively. And don't forget to keep it nearby for quick-and-easy reference as needed while you work through your first few decision intelligence projects.

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# Exploring the Variety of Random Documents with Different Content

Kilbie, Kichard. Funeral sermon on dr. Holland. 1613 K.

Killigrew, sir William, mentioned. 1629 T.

Kinaston, sir Francis. Translated the first two books of Chaucer's Troilus and Cressida into Latin verse. 1635 C.

King, —, printer, mentioned, p. 277.

King, Henry, Sermon on Ps. xxxii. 5 (part of "Two Sermons ..."). 1625 K.

King, bp. John. Lectures upon Jonas. 1597 K, 1599 K, 1600 K.
— Funeral sermon by him on John Piers archbp. of York, 1594. 1597 K, 1599 K, 1600 K.
— Sermon at York, 1595. 1597 K, 1599 K, 1600 K.
— Articles ministered in his visitation as archdn. of Nottingham, 1599, 1605, 1599 K, 1605 K.
— The fourth sermon (on Cant. viii. 11) preached at Hampton Court, 30 Sept. 1606. 1606 K, 1607 K.
— Five sermons before the King. 1607 K.
— Sermon, on Ps. xlvi. 7–11. 1607 K.
— Sermon at St. Mary's, Oxford (on 1 Chron. xxix. 26–8). 1608 K.
— Sermon at Whitehall, 5 Nov. 1608 (on Ps. xi. 2–4). 1608 K.

— Dedications to him. 1611 B, 1613 B, G.
— Πανακαδημικὸς sive gratulatio pro Carolo reduce. 1623 O.
— Cenotaphium Jacobi (an oration). 1625 K.
— Sermon on 2 Sam. xxiv. 14 (part of "Two Sermons ... "). 1625 K.
— mentioned, p. 225.

King's Norton, mentioned, p. 264.

Kingsmill, Thomas. Classicum poenitentiale (et) De Scandalo. 1605 K.

Kingsmill, William. Edited the "Encomion Rodolphi Warcoppi." 1605 O.

Knight, Roger, mentioned. 1607 D.

Knight, William, of Broadgates hall, Oxford, mentioned. 1622 O.

Knollys, William, lord Knollys of Grays, afterw. earl of Banbury. Dedication to him. 1605 O.

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Lake, dr. Arthur, warden of New College, bp. of Bath and Wells. Dedications to him. 1616 E, 1617 T, 1619 F, 1625 T.

Lancaster, sir James, mentioned. 1626 C.

Langbaine, dr. Gerard. Edited Longinus de grandiloquentia, as "G. L.", and added a Latin poem on T. Wethereld. 1636 L, 1638 L.
— Translated Ranchin's Council of Trent. 1638 R.

Langport, John, mentioned, p. 269.

Langton, dr. William, pres. of Magdalen college, Oxford. Dedications to him. 1614 J, 1639 J.

Large paper copies. 1634 R.

Latewar, Richard, pres. of St. John's coll., Oxford. Poem by him, in Latin. 1588 C.

Lathbury, John. Latin Commentary on the Lamentations of Jeremiah by "Johannes Latteburius." 1482 L, p. 255.

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Latin Grammar in English. 1481 L, p. 254.

Anwykyll's Compendium totius grammaticae. 1483 A, p. 257.

Lily's Grammar in Latin and English. 1636 L.

Grounds of Grammar by J. Bird. 1639 B.

*Lexicons.*

Bibliotheca scholastica, a double dictionarie (Engl.-Lat. & Lat.-Engl.) by John Rider. 1589 R.

Dictionarium Etymologicum Latinum a Francisco de Sacra Quercu (Holyoke). 1627 H.

Bibliotheca Rideri scholastica, ed. by F. Holyoke (English-Latin). 1627 H.

Latteburius, Johannes. *See* Lathbury, John.

Laud, archbp. William. Dedications to him. 1631 G, 1634 Z, 1636 Z, 1637 I, 1638 T, 1639 B, G, W.
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— His action with respect to Potter's *Want of Charity*. 1633 P.
— The "Laudian Statutes" of the University of Oxford. 1634 O.
— Proclamation by him as Chancellor of the University of Oxford about the City Market. 1634 O.
— Mention of his donations to the Bodleian. 1639 G.

Laurence, Thomas. Two sermons. 1635 L.

Law:
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Dedication to law students. 1629 Z.
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Interpretes Juris Canonici, in bibl. Bodleiana. 1605 J.
*Civil Law.*
Interpretes Juris Civilis, in bibl. Bodleiana. 1605 J.

Layer Marney, Essex, mentioned, p. 246.

Le Blon, C. Engraved a title for Burton's Anatomy of Melancholy, 3rd and following edd. 1628 B.

Le Duc, Fronto. *See* Ducæus, Fronto.

Lee Priory press, mentioned. 1596 F.

Leech, Humphrey. Doctrinae Christianae sex capita (adversus H. Leech [*Triumph of Truth*]), auctore S. Benefield. 1610 B.

— — The defence of Truth, by D. Price, against the *Triumph of Truth* by H. Leech. 1610 P.

Legatus. De legato et absoluto principe perduellionis reo. 1587 L.

Legh, Edward. Selected Observations concerning the first twelve Cæsars. 1635 L.

Legh, Henry. Dedication to him. 1635 L.

Legh, sir Urian. Sermon at his wedding, by W. Massie, 1586. 1586 M.

Leicester, mentioned. 1639 F.

Leicester, earl of. *See* Dudley, Robert.

Leigh, sir Thomas. Dedication to him by J. Verneuil, acknowledging his and his grandfather (sir Thomas Leigh)'s help. 1628 C.

Lennox, duke of. *See* Stewart, Ludovic.

Leslie, Henry. Sermon at Windsor, on Heb. iii. 8. 1625 L.

Lesquier, William, bookseller, mentioned, p. 272.

Letters, Latin.
Cujusdam Christiani Epistola (Camb., 1521), mentioned. 1586 C.

Lewes, Richard. Apologia innocentiae et integritatis R. L[ewes] adversus E. Osb[erni] calumnias. 1594 L.
— Concio habita Oxoniae A.D. 1594 per R. L. (on Phil. iii. 1). 1594 L.
— Sermon at Paules Cross (Gen. xxvii. 1–10). 1594 L.

Lewin, sir Justinian. Dedication to him. 1631 W.

Lewis, Hugh. Translation by H. L[ewis] into Welsh of Coverdale's English translation of Wermueller's *Precious Pearl*. 1595 W.

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Ley, John. Letter from him. 1616 P.

Leyden. Ger. Joh. Vossii Theses quas disputandas proposuit in academia Leidensi. 1628 V.
— LXX disputationes theologicae in gratiam Collegii Anti-Bellarminiani in acad. Leydensi, auctore F. Hommio. 1630 H, 1639 H.

L'Heureux, André, alluded to. 1613 B.

Lhuyd, John. Edited the Peplus Philippi Sidnaei. 1587 S.
— Edited Josephus Εἰς Μακκαβαίους with a Latin translation and a few notes. 1590 J.
— Barlaamus de papae principatu, Gr.-Lat., ed. by J. Luidus. 1592 B.

Lichfield, John, printer. Latin poem by him. 1633 O.
— His disputes with Turner mentioned. 1636 L.
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Lichfield, Leonard, printer. Poems by him. 1636 O, 1638 O, 1640 O.
— mentioned, pp. 278, 306, 313.

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Lily, William. Lily's Latin Grammar, in Latin and English. 1636 L.

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Lincoln, Sir George St. Paul's work there. 1613 C.
— The Cathedral library mentioned, p. 255.

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Little, William, mentioned, p. 261.

Liturgy. Explanationes Ricardi Hampole super illas lectiones Job quae solent in exequiis defunctorum legi. 1483 H, p. 258.

Llandaff, diocese. Orders for the reformation of abuses issued by the bishop. 1603 G.

Llewellin, Martin, mentioned. 1638 O.
— Poem by him, 1640 F.

Lloyd, John, 1590, 1592. *See* Lhuyd, John.

Loarte, Gaspare, mentioned. 1585 P.

Lodge, Thomas. Wrote a preface to, and possibly revised, the countess of Lincoln's *Nursery*. 1622 C.

Logic. *See* Airay, Christopher; Brerewood, Edward; Flavel, John; Prideaux, dr. John; Sanderson, John; Sanderson, Robert; Smiglecius, Martinus; Smith, Samuel.

— Logical treatises, partly by Swineshede, in Latin. 1483 L, p. 258.

Loidoromastix. *See under* Willett, Andrew.

Lomazzo, Giovanni Paolo. Artes of curious painting &c., tr. by R. Haydocke. 1598 L (misplaced under 1599).

Lombard, Peter. *See under* Duns Scotus, Johannes.

LONDON:

Summa colloquii (in Turre Londinensi habiti, 1583). 1610 R.

The fearful summer, or London's Calamity (the plague), by John Taylor (a poem). 1625 T.

*British Museum.*

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Clementis Romani Epistola ad Corinthios prima, edited from the Alexandrine MS. by Patricius Junius. 1633 C.

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Description of it by W. Hubbocke, chaplain there. 1604 H.
*Westminster.*

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Longinus, Dionysius. De grandiloquentia (Gr. & Lat.), ed. by dr. Gerard Langbaine. 1636 L.
— 2nd ed. 1638 L.

Lord's Prayer. The Jesuit's Pater Noster. 1611 J.

Lots. Defence of the lawfulness of lots in gaming against N. N., by J. Downe. 1633 D.

Louis, prince, of Nassau. Dedication to him, 1614. 1630 H, 1639 H.

Louis xiii, King of France. Dedication to him. 1634 B.
— Advertisement by him, about Balzac. 1639 B.

Louvain, mentioned. 1640 P.

Love's peerless paragon. *See* Byrd, Josias.

Lowe, sir Thomas. Dedication to him and others. 1613 H.

Lucian. Cupido (in Greek), mentioned. 1586 C.
— Select dialogues translated by F. Hickes, with notes and Life by T. Hickes. 1634 L.
— Epigram by him on his own dialogues, with translation. 1634 L.

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Luke, st., the Evangelist. Life of him by Symeon, ed. by R. Brett in Greek and Latin. 1597 S.

Lumen. Quaestiones de lumine et luce, Oxf. "1500", mentioned, p. 10.

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Lux. Compendium quaestionum de luce et lumine, Oxf. "1510", mentioned, p. 11.

— Compendium quaestionum de luce et lumine. 1518 L, p. 264.

Lycophron. Alexandra (or Cassandra), in Greek. 1592 L.

Lyford, William. Edited Pinke's *Trial*: *see* Pinke, William, 1630, 1631, 1636.

Lyndewoode, William. Opus W. Lyndewoode (de Tylia nemore) super Constitutiones provinciales. 1483 L, p. 258.

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— Table of MSS. used by dr. Tho. James in his Manuduction unto divinity. 1625 J.

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Marlborough. Sermon preached there by B. Parsons. 1637 P.

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Martyr, Peter. De Sacramento Eucharistiae, "1549", mentioned, p. 12.
— Letter from him to bp. Jewell, in Latin. 1639 J.

Mary, St., the Virgin. Our Lady's Psalter. *See* Psalter.

Mary, queen of Charles i. Musarum Oxoniensium Charisteria pro regina Maria. 1638 O.

Mary de' Medici, queen of France. The Ave Maria to the queen of France. 1611 J.

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Mary, queen of Scots. De legato (a treatise to support queen Elizabeth in putting Mary queen of Scots to death). 1587 L.

Mason, Francis. The authority of the church, 2nd ed. 1634 M.

Masque. The king and queen's Entertainment at Richmond in a Masque, 12 Sept. 1636. 1636 M.

Mass displayed. *See* Bedé, Jean.

Massie, William. Wedding sermon, 1586. 1586 M.

Massinger, Philip, mentioned. 1640 F.

Matthew, archbp. Tobias. Dedication to him. 1593 G.
— Concio apologetica adversus Campianum (on Deut. xxxii. 7). 1638 M.

Matthias, grand duke of Austria. Dedication to him. 1633 R.

Maurer, Benjamin Auber. Dedication to him, 1621. 1631 V.

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Maximilian, grand duke of Austria. Dedication to him. 1633 R.

Maximus Tyrius. Disputationes tres (in Latin). 1614 R.

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Meysey Hampton, co. Gloucester. Sermons delivered there, by S. Benefield. 1613 B.

Michelborne, Edward. Dedication to him, with his reply. 1601 F.

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Montpellier. Description of the University (academia Monspeliaca) by J. Primerose, in Latin. 1631 P.

Moore, John, bp. of Ely. His Library (now at Cambridge) mentioned, p. 9.

Moore, Robert. Diarium historico poeticum. 1595 M.

More, Jean, Poems on John Sanford, in French. 1605 S.

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Morgan, William, bp. of St. Asaph. Dedication to him. 1602 P.

Morlet, Pierre. Janitrix (a French Grammar, in Latin). 1596 M.

Mornay, Philippe de, seigneur Du Plessis. Two homilies (two issues, one with and one without the author's name). 1612 M.

— Homily on Matt. xvi. 18, tr. from the French by I. V. 1615 M.

Morrice, Thomas. Digesta scholastica, per T. M. (T. Morrice?). 1617 M.

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